Community Living British Columbia

2012/13 - 2014/15 Service Plan

February 21, 2012

COMMUNITY LIVING
BRITISH COLUMBIA

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COLUMBIA

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Important Links

Annual Service Plan Report 2010 - 2011	www.communitylivingbc.ca/wp-content/uploads/CLBCAnnualReport2010-2011.pdf
Community Living Authority Act	www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_04060_01
Complaints Resolution Policy	www.communitylivingbc.ca/policies_and_publications/documents/CLBCComplaintsResolutionpolicy.pdf
Glossary of Commonly Used Terms	www.communitylivingbc.ca/policies_and_publications/documents/SPGlossary2012.pdf
Ministry of Social Development	www.gov.bc.ca/hsd/
Government Letter of Expectation	www.communitylivingbc.ca/about/governance/board/documents/SLE_2011-2012.pdf
Strategic Plan	www.communitylivingbc.ca/policies_and_publications/documents/CLBCStrategicPlan.pdf

Letter from the Board Chair to the Minister Responsible

February 21, 2012

The Honourable Stephanie Cadieux
Minister
Ministry of Social Development
Province of British Columbia

Dear Minister Cadieux,

On behalf of the Board of Directors of Community Living British Columbia (CLBC), I am pleased to present our 20012/13– 2014/15 Service Plan.

Denise Turner,
CLBC Board Chair

The past year has been challenging for CLBC. Demand for services continues to increase. Individuals with disabilities are ageing leading to complex support needs while their families and other caregivers are also growing older, placing further stress on the system. As well, some long-established service models are not a good fit with the changing expectations of youth who are transitioning to CLBC.

In addressing these challenges, some CLBC practices created anxiety for individuals and families. The Provincial Government initiated a number of reviews to examine community living sector concerns about the lack of financial resources to meet growing demand including addressing the needs of transitioning youth, and CLBC's response to this situation. Responding to Government's recommendations will be a priority for CLBC during the next year.

CLBC is committed to providing high quality, sustainable supports and services. To achieve this, we recognize the need to involve, and communicate with individuals with developmental disabilities, their families, and service providers. Community support for the scope and pace of change underway in the community living sector is important and must be improved. CLBC will address stakeholders' questions and concerns about service delivery issues in a timely manner and obtain feedback before making operational changes.

CLBC will strengthen its collaborative relationships with our many Government partners including the Ministries of Social Development, Children and Family Development, Health and Education. Cost-sharing agreements already exist with the Ministry of Health where there is a joint mandate. Cross-ministry collaboration will be particularly important for youth who transition to CLBC-funded services.

CLBC will work with adults with developmental disabilities, family members and service providers to develop innovative, cost-effective approaches. Over the next three years we will focus on refining our policies and practices to build a more resilient and sustainable service delivery system.

CLBC recognizes that solutions cannot be achieved entirely by more funding and that Government alone cannot meet the needs of all people with a developmental disability in British Columbia who require support.

By partnering with people and organizations not traditionally associated with the community living sector, we have an opportunity to leverage funding provided by the Province to create new opportunities for innovative, sustainable service delivery. An example is the Community Living Innovation Venture. Originally funded by CLBC and 2010 Legacies Now (now Lift Philanthropy Partners), this innovation fund administered by the VanCity Community Foundation seeks to identify new ways to promote inclusion and belonging.

CLBC has also developed a new Strategic Plan to help guide the organization during the next three years. A key area of focus will be ensuring that effective employment training and working opportunities become a greater service delivery focus. As with most citizens, work is a gateway to the many benefits that active and contributing citizens enjoy; it also leads to greater independence and reduced reliance on formal supports and services.

Ensuring value for money spent will be supported by implementing contract management and monitoring systems and through the use of individualized funding and direct payments which, research shows, can lead to more responsive, cost effective services. Enhancements made to our information management system have helped with tracking and reporting cost-effective options; this work will continue.

Our Community Councils and their volunteer members focus on collaborating with community partners to support full participation of people with developmental disabilities in community life. An Advisory Committee to the CLBC Board of Directors, made up of adults with developmental disabilities and family members from the Community Councils, provides advice to the Board to assist it with its governance and decision-making. CLBC also obtains input from community stakeholders on important policy and practice issues using various working groups.

The Board is confident that our skilled and committed staff, together with our dedicated volunteers and many community and Government partners, will achieve the objectives set out in this Service Plan.

Accountability Statement

The 2012/13 - 2014/15 CLBC Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act* and the 2003 BC Reporting Principles. The plan is consistent with Government's strategic priorities and fiscal plan. I am accountable for the contents of the plan, including what has been included and how it has been reported.

All significant assumptions, policy decisions, events and identified risks, as of February 21, 2012 have been considered in preparing the plan. The performance measures are consistent with CLBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets have been determined based on an assessment of CLBC's operating environment, forecast conditions, risk assessment and past performance.

Yours truly,

Denise Turner
Chair, Board of Directors
Community Living British Columbia

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1. Overview of Community Living British Columbia

Community Living British Columbia (CLBC) is a crown agency that funds supports and services that meet the disability-related needs of two groups of eligible individuals and their families in British Columbia.

- Adults with a diagnosis of developmental disability
- Adults with a diagnosis of fetal alcohol spectrum disorder or autism spectrum disorder (also known as pervasive developmental disorder) and significant limitations in adaptive functioning

This 2012/13 – 2014/15 Service Plan sets out CLBC's plans for the next three years to manage the delivery of needed supports and services within available resources.

The plan details how CLBC will be accountable for its performance by outlining strategies it will use to achieve its goals and identifying how progress will be measured.

Zachery and his mother, Barbarah

Development of this Service Plan has been guided by:

- CLBC's Board of Directors and senior management team
- Internal Audit and Advisory Services Review and Deputy Minister's Working Group reports
- CLBC's new Strategic Plan which sets out three key strategic directions from 2012-13 to 2014-15
  - Enhance Community Participation and Citizenship
  - Align with the "One Government" Approach to Persons with Developmental Disabilities
  - Promote Innovation and Resiliency
- Crown Agencies Resource Office 2012/13 – 2014/15 Crown Corporation Service Plan Guidelines
- Government Letter of Expectations provided to CLBC by the Minister of Social Development as the Minister responsible
- Accountability and performance framework documents developed jointly by the Ministry of Social Development (MSD) and CLBC

1.1 Enabling Legislation and Mandate

CLBC's mandate is set out in the *Community Living Authority Act* and includes developing operational policies, ensuring standards are met and managing funds and services to address the needs of eligible adults.

CLBC is accountable to the Legislature through the Ministry of Social Development, which is responsible for funding, setting and communicating Government's mandate, policy and priority direction to CLBC, and overseeing the organization's performance.

1.2 Vision, Mission and Values

From March to November 2011 CLBC sought input from stakeholders to develop a new three-year Strategic Plan to guide the organization beginning April 1, 2012. As a result of this process, CLBC's vision, mission, and values statements were updated for the Strategic Plan as follows:

1.2.1 Vision

Our vision answers the question - What are we trying to achieve?

> ***CLBC is a recognized leader in supporting adults with developmental disabilities to live good lives in welcoming communities.***

1.2.2 Mission

Our mission answers the question - How are we going to achieve our vision?

> ***In partnership with our stakeholders, CLBC facilitates and manages a responsive and sustainable network of supports and services that assists adults with developmental disabilities to be full participants in their communities.***

1.2.3 Values

Our values answer the question - What will guide our actions?

- Respect for individuals, families, partners, and staff
- Results matter
- Excellence through innovation and knowledge creation
- Open minds
- Value for money

1.3 How CLBC Does its Work

CLBC will spend $708M in 2011/12, of which $658M or 93% of its total budget will be allocated directly to disability-related supports and services. Contracted non-profit and private agencies, and individual caregivers provide family support, residential and community inclusion services, life-skills training and employment support. Professionals and independent contractors also deliver services such as behavioural support.

1.3.1 Adults Served

As of December 31, 2011, CLBC had open files for 14,026 adults with a developmental disability and 285 adults with fetal alcohol spectrum disorder or autism spectrum disorder. A total of 5,354 adults with a developmental disability were receiving residential and community inclusion services. In addition, 611 adults were receiving support for independent living and community inclusion services. The majority of other adults and families were receiving community inclusion services and respite, or other CLBC services such as assistance to develop a support plan.

KEY CONCEPTS THAT GUIDE CLBC'S SERVICE DELIVERY APPROACH

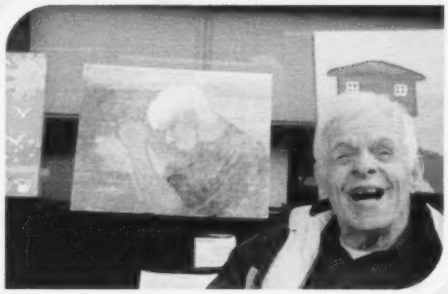
- Being included in and contributing to the community enhances quality of life
- Opportunities for inclusion and contribution are increased by using services that citizens without disabilities do, such as public transportation
- Informal supports provided by families, friends and neighbours can help people to access the wider community
- Person-centred planning can help people access a range of funded supports and services that, when needed, have two primary goals: 1) achieving things that are important *to* the person; 2) achieving things that are important *for* the person

As of December 31, 2011, a total of 35 adults with fetal alcohol spectrum disorder or autism spectrum disorder were receiving shared living and community inclusion services. In addition, 45 adults were receiving supports for independent living and community inclusion. Community inclusion services or other CLBC services such as planning assistance were received by 205 adults.

1.3.2 Service Delivery

CLBC operates in five provincial regions (Fraser; Interior; Vancouver Island; Vancouver Coastal; and the North), supported by a corporate office in Vancouver. The five regions are broken down into 11 Quality Service Areas which operate with one Quality Service Office and one or more Community Living Centres. Quality Service Offices are staffed by analysts who are responsible for reviewing individual support plans and allocating resources (applying the Guide to Support Allocation), contracting and procurement, contract monitoring and resource development. Analysts are the main point of contact for service providers.

The 40 Community Living Centres and their satellite offices are staffed by facilitators who are responsible for confirming eligibility, developing individual support plans, and supporting individuals and families by providing information and assistance to address issues that arise. Facilitators are the main point of contact for adults and families supported by CLBC. They remain involved with the approximately 10% of adults who need on-going service coordination.



Arthur, a resident of L'Arche Vancouver, displays his artwork

Analysts and facilitators collaborate in their day-to-day work. For example, while facilitators have the lead role in developing support plans, they regularly consult with their analyst colleagues. This helps people plan with the best information available and ensures that service requests reflect an appropriate support level within available resources. At other times analysts and facilitators have linked responsibilities that lead to a joint response; for example, when implementing funded supports. Besides strategies like telephone and video conferencing, analysts and facilitators are co-located where feasible.

Recognizing and supporting individual and family capacity is central to CLBC's practice. Facilitators, supported by analysts, assist individuals and families to identify strengths and develop personal goals to help them meet their needs and support them to resolve problems. This maintains self-reliance, dignity and independence. Facilitators also focus on helping individuals and families to balance the use of CLBC-funded supports and services with the various services available in communities that citizens without disabilities use.

This work is supported by the CLBC-funded Family Independence Fund which provides one-time only grants to eligible families for home renovations or vehicle modifications to help keep their children and young adults at home. As of December 31, 2011 the Fund, which was established at the Vancouver Foundation through the Giving in Action Society in 2007, has issued 676 grants valued at $23.8M.

The safety of those served is of primary importance to CLBC. As a designated agency under the *Adult Guardianship Act*, CLBC responds to allegations of abuse and neglect. Other formal CLBC safeguards include standards, monitoring, licensing, external reviews and a complaints policy. To support citizenship and contribution, and address vulnerabilities that adults with developmental disabilities can experience, CLBC also promotes and supports the development of informal safeguards. Examples include:

- A book of stories developed in partnership with the Family Support Institute on informal safeguards families have built for their sons and daughters
- A website called I can be safe on line that educates adults about how to safely use the Internet

The Safeguards Advisory Committee's 2011/12 work plan addresses recommendations from a 2010 external evaluation. An example of an issue that will be addressed is increasing awareness of vulnerability and safeguards in minority groups to strengthen their capacity.

Supported by an Aboriginal Advisory Committee, CLBC's Aboriginal Advisor helps CLBC to respond in culturally appropriate ways to the needs of adults of Aboriginal ancestry. CLBC has also established an Advisory Committee on ageing with broad representation from community living and seniors' serving agencies. This Committee will guide CLBC in developing and implementing a strategy to support ageing individuals and their families and/or caregivers.

CLBC operates the Provincial Assessment Centre (PAC) for people aged 14 and older across B.C. who have a developmental disability and a mental health or complex behavioural issue. The PAC is a 10 bed specialized, multi-disciplinary mental health facility located in Burnaby that provides in-patient assessment for up to 90 days with a six-month community follow-up.

More information about funded supports and services delivered by over 3,100 contractors, CLBC's service delivery approach, the people it serves, and the location and roles of facilitators and analysts can be found at www.communitylivingbc.ca/.

Rhonda at work at Starbucks

1.4 Community Involvement

Community members are key partners in fostering inclusion and facilitating access to supports and services that most citizens use, and which help individuals and families to meet their unique needs. CLBC's community engagement practices also help develop strong relationships in B.C.'s communities. Together we create opportunities for adults with developmental disabilities to participate in all facets of community life and to develop friendships. CLBC achieves meaningful engagement with communities in the following ways:

1.4.1 Community Councils and Advisory Committee to the Board

As an extension of CLBC, Community Councils collaborate with community partners to support full participation of adults in community life. Council membership includes adults with developmental disabilities, family members, service providers and citizens from all walks of life. An Advisory Committee to CLBC's Board of Directors, a requirement under the *Community Living Authority Act*, is made up of an adult with a developmental disability or a family member from each Community Council. As a link between communities and the CLBC Board, this Committee assists the Board with governance and decision-making. More information about Community Councils and the Advisory Committee can be found at www.communitylivingbc.ca/.

1.4.2 Communicating with Stakeholders

CLBC communicates with stakeholders about issues of mutual interest through newsletters and website updates. Input on important policy and practice issues is obtained using forums and working groups. Senior management team members also make regular presentations to stakeholders throughout the Province on CLBC's roles and activities.

1.4.3 Consumer Satisfaction

An independent contractor conducts an annual satisfaction survey for CLBC with 1,200 individuals and their caregivers. Results are used by CLBC to address areas that require improvement. Four survey questions are included as performance measures in this Service Plan (pages 23 and 25). Accredited agencies funded by CLBC also conduct, and act on, yearly satisfaction surveys.

1.5 Why CLBC's Work Is Important

Adults with a developmental disability and their families receive service from a number of government ministries including Social Development, Children and Family Development, Health and Education. As an example, almost all who receive CLBC services, also receive the Persons with Disabilities Benefit from the Ministry of Social Development (a $906 monthly benefit), medical coverage (e.g., dental and optical), and in many cases supplemental assistance including medical equipment and supplies. CLBC services are provided on this base.

CLBC and its large network of funded service providers and individual contractors provide a wide range of supports and services that help adults with developmental disabilities, families and communities in a number of important ways, including:

- Meeting the disability-related needs of the Province's adults with developmental disabilities
- Enhancing safeguards in collaboration with families to promote safety and well-being of adults
- Helping families remain together
- Supporting adults to participate in community life and play important community roles such as friend, neighbour, volunteer, and employee

2. Government Letter of Expectations

Government provides annual direction to CLBC in a Government Letter of Expectations (GLE). The GLE is an agreement on the parties' respective accountabilities, roles, and responsibilities and confirms CLBC's mandate and priority actions, and articulates key performance expectations documented in the Shareholder's Expectations for British Columbia Crown Agencies.

As a result of the recently concluded Deputy Minister's working group report, CLBC anticipates the GLE and directions it receives will be reconsidered and it looks forward to responding to government's new directions while retaining its vision and mission.

The GLE forms the basis for the development of CLBC's Service Plan and Annual Service Plan Report. The Letter of Expectations is reviewed annually and updated as required. The GLE can be found at www.communitylivingbc.ca/about/governance/board/documents/SLE_2011.pdf.

Government's key directions and specific actions CLBC is taking in response are summarized in the following table.

DIRECTION	CLBC ALIGNMENT
Implement Youth Transition Protocol	CLBC is one of nine Government organizations that have signed a cross-ministry transition planning protocol that focuses on supporting youth with special needs and their families as they transition to adulthood. As part of its commitment to shared responsibility for this issue, CLBC will continue to be an active participant with the Ministry of Children and Family Development, the Ministry of Social Development, and other agencies in implementing the provincial youth transition protocol for a seamless transition of services for young people with special needs as they mature and become eligible for adult services.
Improve Communication with Families	CLBC will continue to engage and improve communication with individuals and families, service providers and community partners about appropriate arrangements for residential and community inclusion supports.

DIRECTION	CLBC ALIGNMENT
Expand Personalized Supports Initiative	This program area, which serves adults diagnosed with fetal alcohol spectrum disorder or autism spectrum disorder that also have significant limitations in adaptive functioning, is now fully implemented; operational responsibility has been devolved to CLBC's five regions. Results of an action research project completed in 2011 are informing how supports and services are delivered to this group of individuals.
Continue to Improve Service Delivery	CLBC continues to deliver innovative, cost effective services while addressing priority service requests. Staff focus on ensuring services provided are aligned with people's disability-related needs and that people served gain access to the same services any community member would use, as well as the informal supports provided by family, friends and neighbours. The goal is to increase opportunities for employment, community inclusion and contribution. This work is supported by collaborative projects with our community living sector partners and external stakeholders who are committed to advancing community inclusion through innovation.
Respond to Operational Reviews	In addition to responding to four key challenges identified in the interim CLBC report (See below) provided to the Minister of Social Development in November, 2011, CLBC will also respond to recommendations in the Ministry of Finance's Internal Audit and Advisory Services and the Deputy Minister's Working Group Reports.
Report on Key Performance Indicators	CLBC reports on key performance indicators in the accountability and performance framework developed in partnership with MSD. The contract management system and monitoring framework being implemented will identify ways to improve service provider performance and provide the information CLBC needs to report on achievement of goals and objectives. CLBC is implementing the *My Life: Personal Outcomes Index* ™ survey to measure quality of life outcomes in the areas of independence, social participation, and well-being for adults using CLBC-funded supports and services. Data gathered on the impact supports and services have on peoples' quality of life will provide evidence about program effectiveness and inform CLBC decision-making and help providers make improvements in how they deliver services.
Achieve Carbon Neutrality	CLBC contributes to Government's climate change adaptation agenda in a number of important ways. A seven member "Go Green" Committee meets monthly by teleconference and monitors implementation of a climate action work plan. "Go Green" staff leads in local field offices audit and encourage environmentally friendly, sustainable work practices.

The Provincial Government initiated a number of reviews in 2011 to respond to concerns in the community living sector about the lack of financial resources to meet growing demand, and CLBC's response to the challenges this situation created. These include:

Internal CLBC Report

At the request of the Minister of Social Development, CLBC presented an Interim Report to the Minister on November 2, 2011 which was released on November 18, 2011. The report addressed how CLBC was responding to current issues and outlined CLBC's longer-term vision. In response, the Minister requested CLBC to focus on four key challenges:

1. Closure of staffed residential living facilities

In her response to the Interim Report, the Minister said that it is important that group homes be thought of *". . . as homes, rather than placements"*.

Staffed residential facilities (often called group homes) will always be available where this level of care is required. A closure may occur when the service provider no longer wishes to operate the facility or when one person is left in a staffed residential facility and there are vacancies available nearby for that person in another group home. CLBC will take time to inform the person and family to ensure there is a shared understanding of the situation, explaining why a move is necessary and how the person's needs will be met in the new home.

2. Responsiveness to requests for service

In her response to the Interim Report, the Minister said that *"More needs to be done to increase the openness and transparency of CLBC regarding the timeliness of service and the degrees of need or urgency associated with requests"*. CLBC will work with Government to ensure more accurate and effective ways to measure the degree of need for those requesting services. CLBC also used $8.9M in funding provided by Government in September 2011 to provide additional supports and services for adults and families on the Request for Service List, or those wanting to make enhancements to services they are already receiving.

3. Improved communication with individuals and families

In her response to the Interim Report, the Minister said *"CLBC exists to support British Columbians with developmental disabilities and must return them to the centre of decision-making, ensuring that their needs and goals are not just heard, but also supported"*. CLBC will increase its focus on listening to and understanding the perspectives of adults and families. Staff has been directed to listen carefully and to put the best interests of the person served at the centre of decision making when working with individuals and families in order to reach agreement on future directions.

Greg is recognized as a valuable member of the Famous Players team

Board meetings are open to the public. As well, the Board conducts two meetings each year outside of the Lower Mainland where stakeholders can attend and ask questions. The Board holds regular, half-day, Listen-and-Learn sessions with stakeholders, including self-advocates and family members, to hear directly about the issues that are important to them. CLBC also connects with self-advocates and families through the Community Councils and Advisory Committee. These bodies play an invaluable role as advisors and sounding boards to management and the CLBC Board of Directors.

4. Youth in transition / cross-ministry discussions

In her response to the Interim Report, the Minister recognized that transition was a cross-Ministry challenge and said *"... plans are developed that raise expectations which are not met"*. Approximately 600 youth with developmental disabilities turn 19 each year. CLBC recognizes that many parents experience this transition as a challenge. While identification and planning occurs earlier than in the past, CLBC has not been able to match the level of services many families receive from the children's' service system.

CLBC is changing its approach to how planning is conducted with individuals and families. A project now underway with CLBC facilitators is focused on working with individuals and families to identify the amount of funding and/or services that will be available for needed supports and services at the beginning of the planning process. The goal is to help reduce the anxiety experienced previously when individuals and families would begin the planning process with raised expectations, only to learn that supports and services could not be provided.

Internal Audit and Advisory Services Review

In October 2011, an internal audit team from the Ministry of Finance began gathering information on CLBC's internal processes to report on a number of areas such as the demand for services, the agency's performance in allocating Government resources, and the costs of services provided.

Overall, the Internal Audit and Advisory Services Review found that CLBC funds were well managed and that the agency looks for cost effective and innovative ways to manage taxpayer funds.

CLBC looks forward to working with Government to respond to the Internal Audit and Advisory Services Review recommendations which include:

- Harmonize the transition from youth to adult service to lessen the impact on individuals and families
- Enhance information systems and business processes to provide more useful and reliable information for those waiting for services
- Address accountability, performance monitoring and conflict of interest management issues

Deputy Minister's Working Group

A Deputy Ministers' Working Group representing the Ministries of Health, Finance, Children and Family Development and Social Development was convened in September, 2011 to look at supports and services provided to individuals and families. The group focused on the suite of services and programs that families of individuals with developmental disabilities receive from across Government, including CLBC services.

The Deputy Ministers' Working Group concluded that CLBC's service delivery model is sustainable, but requires improvements in a number of areas. CLBC will work with Government to respond to the recommendations which include:

- Implement a more consistent cross-Ministry assessment platform
- Use an integrated system to track demand, wait times and service delivery to increase confidence in the existing Request for Service List and in the ability of CLBC to provide supports based on actual, real-time need for services
- Increase focus on transition supports, employment services and individualized funding
- Support ongoing innovation in the community living sector, particularly those innovations developed by individuals and families

CLBC is working with the Government on the best way to implement the 12-Point Plan for supports for persons with developmental disabilities.

Client Support Team

Adults receiving services from CLBC are also multi-ministry service recipients. Recognizing that effective cross-Ministry collaboration is vital to quickly resolve issues, Government created a Client Support Team (CST) in response to concerns raised by individuals and families about the services being offered to them by CLBC. Often concerns raised by individuals or families also involve another ministry.

The team provides an avenue for individuals and their families who are concerned with the level of supports they are receiving to have them quickly reviewed by experienced staff that can ensure that the services are in place to meet each individual's unique needs. The CST has demonstrated that cross ministry problem solving is a key consideration in listening and responding to concerns.

As of January 12, 2012 the CST had received 180 referrals from individuals and families. Of these, 113 were resolved, either through an increase in service by CLBC, MSD or the Ministry of Health (87 referrals), or through problem solving or improved communication (26 referrals). The CST has contributed to an improved working relationship between CLBC and the Ministries of Social Development and Health.

3. Corporate Governance

3.1 Board of Directors

CLBC Board Chair - Denise Turner		
Directors		
Mark Duncan	Norah Flaherty	Darryl Harand
Elizabeth Hunt	Arn van Iersel	Roberta Kjelson
Ernest Malone	Jan Marston	Don Rowlatt

3.2 Board Roles

The primary role of the CLBC Board of Directors is governance. Responsibilities include strategic planning; risk management; monitoring organizational and management capacity; internal controls; ethics and values; and communication.

3.3 Board Committees

3.3.1 Quality and Service

The Quality and Service Committee supports CLBC's community engagement, citizenship and inclusion mission and helps the Board fulfil its responsibilities to ensure the quality of, and equitable access to, funded services.

Chair: Norah Flaherty

Members: Darryl Harand, Arn van Iersel, and Roberta Kjelson; Ex officio: Denise Turner

3.3.2 Governance and Human Resources

The Governance and Human Resources Committee provides a focus on governance to help enhance CLBC's performance and assists the Board in fulfilling its obligations relating to human resources, including compensation, performance succession and safety matters.

Chair: Jan Marston

Members: Ernest Malone, Don Rowlatt, Elizabeth Hunt, and Mark Duncan; Ex officio: Denise Turner

3.3.3 Finance and Audit

The Finance and Audit Committee assists the Board to fulfil its oversight of finance and audit matters, including reviewing financial information provided to the Government or made public, strategic financial plans, operating and capital budgets, external and internal audit activities, the system of internal controls, risk management and information, and investment management activities.

Chair: Arn van Iersel

Members: Ernest Malone and Don Rowlatt; Ex officio: Denise Turner.

3.4 Board Governance

Board governance is consistent with Government's mandate and policy direction and ensures compliance with financial and other applicable policies and legislation. The Chair is the key link to Government and advises the Minister of Social Development on issues that impact CLBC. The Board supervises the CEO who is responsible for ensuring that appropriate policies, procedures and business practices are in place and followed.

Under the *Community Living Authority Act* the Board can have up to 11 directors with the skills, qualifications and experience necessary to govern effectively. Meetings are open to the public and minutes and the annual meeting schedule are posted on CLBC's website. The Board's Director Position Description clarifies Directors' duties and sets out how the Board expects Directors to conduct themselves in their work.

In discharging his or her responsibilities, each Director shall:

- Act honestly and in good faith with a view to the best interests of CLBC
- Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances

In keeping with these standards, Directors are required to:

- Act in the best interests of CLBC and not in his or her self-interest or in the interest of a particular group or constituency
- Avoid potential, perceived or actual conflicts of interest that are incompatible with service as a Director, and disclose any personal interests that may conflict with the interests of CLBC
- Keep confidential any information about CLBC that has not been publicly disclosed, including Boardroom discussions
- Comply with applicable CLBC corporate policies, including the Board's Code of Conduct
- Comply with the *Community Living Authority Act*, regulations under the Act, and associated bylaws

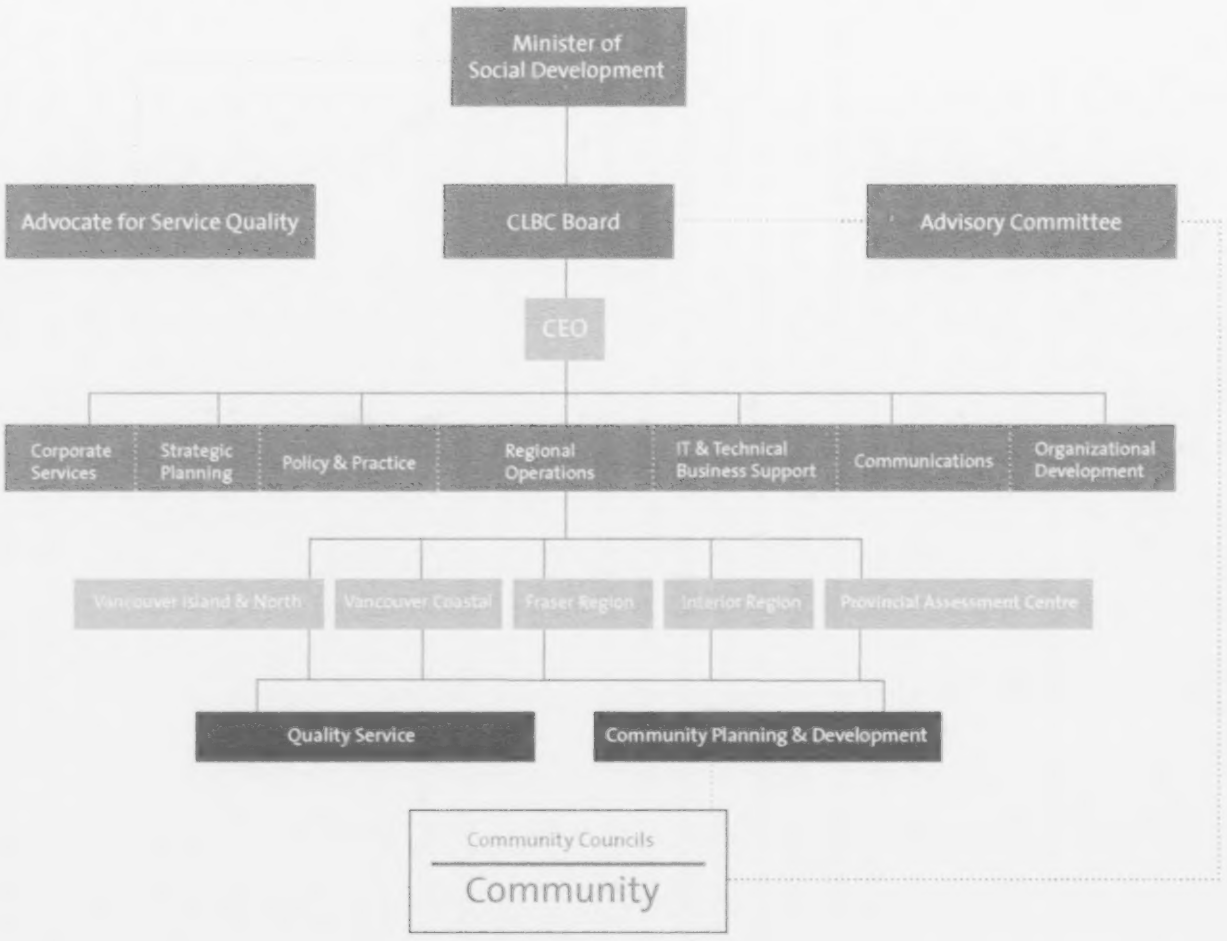
Marie (left) and her daughter, Tracie

CLBC's Board governance policies and practices are fully compliant with the *Best Practice Guidelines February 2005* issued by the Crown Agencies Resource Office (CARO), Ministry of Finance.

Disclosure statements include terms of reference for the Board and its committees, the Board Chair and the CEO. Directors' biographies and attendance records, the number of Board and committee meetings held and Board minutes are also disclosed.

Disclosure statements for the Board of Directors can be found at www.communitylivingbc.ca/about/governance/board/documents/DisclosureStatements.pdf.

3.5 CLBC Organizational Structure



3.6 CLBC Senior Management Team

INTERIM CHIEF EXECUTIVE OFFICER

Doug Woollard

DIRECTORS OF REGIONAL OPERATIONS

David MacPherson - Vancouver Island and the North
Lynn Middleton - Interior
Sharon Rose (Acting) - Vancouver Coastal
Carla Thiesen - Fraser Region

VICE PRESIDENTS

Carol Goozh - Policy and Program Development
Richard Hunter - Corporate Services
Position vacant - Organizational Development

DIRECTORS

Paula Grant - Quality Assurance
Roz Ingram - Communications
Brian Salisbury - Strategic Planning
Ian Scott (Acting) – IT and Technical Business Support

4. Strategic Context

To achieve its mandate, CLBC must address key risks and challenges associated with growing demand which are also being experienced by many other jurisdictions whose supports and services are similar to those funded by CLBC.

Services and resource allocation tools used in the Personalized Supports Initiative are similar to those used with adults with developmental disabilities; however, the level of demand and mix of services continue to be defined for the Personalized Supports Initiative.

Therefore, information presented below on caseload growth and service demand focuses on developmental disability.

4.1 Demographic Factors Influencing Service Demand

CLBC's goal is consistent with that of the Government in terms of ensuring that individuals and families have the support that they need to lead full, rich lives. Demographic pressures and technology gains drive demand for CLBC services much the same way they do in health care. With more children surviving to adulthood, an ageing population and increasing public expectations, caseload and service expectations have increased each year.

Nolan shares his story for the book, *The Power of Knowing Each Other*

Significant factors include:

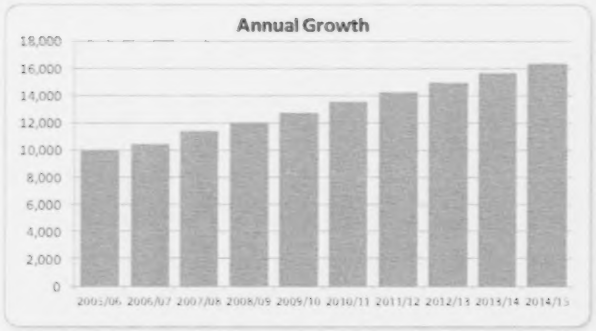
- **Increasing population served** - Technology and health services extend life expectancy of adults with developmental disabilities. As a result, the overall population served by CLBC is increasing
- **Increased service requirements with age** - As adults age, their needs change and more supports may be required to live in the community, or they may need to move into residential services
- **Earlier onset of age related needs** - The onset of health and capacity issues become evident up to 20 years earlier for adults served by CLBC. In the next 5 years, CLBC's 45-64 age group is projected to increase 14%. CLBC will initiate work with the Ministry of Health to assist in developing plans to respond to these evolving needs
- **Increasing age of family caregivers** - The capacity to cope with adults living at home diminishes as family caregivers age. The result is in an increasing number of adults requiring support, many of whom have never had prior contact with CLBC
- **Youth turning 19** - CLBC is experiencing increased parental expectations for community inclusion and employment support for youth turning 19. This results from increased awareness of youth with special needs in the school system, greater visibility of funded services due to the creation of CLBC, and CLBC's emphasis on transition planning in accordance with Government's transition protocol. These expectations are different from older adults who have typically used more traditional day programs

4.2 Anticipated Caseload Growth

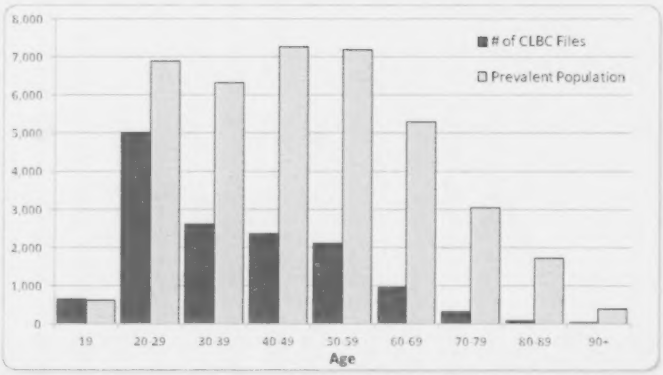
It is projected that 14,208 adults with developmental disabilities will be registered with CLBC by March 31, 2012.

This figure represents a growth of 5.4% in the year and a 37% growth rate over five years.

As can be seen in the graph to the right, the annual rate of growth is expected to decline only very gradually over the next several years.



The age distribution of adults served by CLBC, compared with the prevalence rate (1.05%) of adults with developmental disabilities in B.C.'s general population is presented in the table to the right. This rate is an estimate based on an internationally accepted definition of developmental disability used by the World Health Organization.



Caseload growth for 2010/11 includes 631 youth turning 19. This is 1.02% of the provincial population of 19 year-olds, compared to 0.90% in 2009/10 and 0.87% in 2008/09 and approaches the 1.05% prevalence rate. The number of youth turning 19 projected to register with CLBC for 2012/13 to 2014/15 is 1.05% of the provincial population reflecting the upward trend. This is an important cost driver for CLBC.

Many older, potentially eligible adults may live independently or be supported by family without receiving supports and services from CLBC. As these individuals and their family caregivers age, many can be expected to require services. As seen in the table below, caseload growth due to new adults over age 19 registering with CLBC is forecast to be 287 in 2011/12. This is in line with the average of 299 over the last three years.

Eligible Individuals

	Actual						Forecast	Projections		
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Individuals Eligible at year end	**9,946**	**10,400**	**11,356**	**12,015**	**12,715**	**13,481**	**14,208**	**14,931**	**15,640**	**16,344**
% Increase in the year	*3.5%*	*4.6%*	*9.2%*	*5.8%*	*5.8%*	*6.0%*	*5.4%*	*5.1%*	*4.7%*	*4.5%*
Change in Eligible Individuals										
# Children Turning 19	357	388	560	534	577	631	641	603	589	584
# New "older" adults registered	86	181	514	316	303	279	287	300	300	300
Total New Eligible Adults	**443**	**569**	**1,074**	**850**	**880**	**910**	**928**	**903**	**889**	**884**
Less: Discharges	(108)	(115)	(118)	(191)	(180)	(144)	(201)	(180)	(180)	(180)
Net change in Individuals	**335**	**454**	**956**	**659**	**700**	**766**	**727**	**723**	**709**	**704**

4.3 Responding to Changing Individual and Family Needs Within an Integrated and Sustainable Model

The needs of individuals will increase or decrease over time. Factors which influence these changes are the person's health, age, family involvement and support and receiving the right services in a timely way. CLBC is committed to ensuring that supports and services are aligned to these needs through its contracts with service providers.

CLBC is committed to developing supports and services which improve outcomes and contribute to sustainability. Developing flexible approaches to meet the ongoing expectations of individuals already receiving supports and services, and innovating and creating new services and supports that meet the expectations of younger adults entering the system, will also improve outcomes and sustainability over the long term. It will be important for CLBC to enhance its information system and business processes to provide more useful and reliable information that clearly identifies current versus future service needs; distinguishes between assessed needs and individual/family requests; and improves the ability to link service needs with funding requirements.

However, population growth does not tell the whole story. Most young adults who qualify for CLBC supports and services are not looking for the same things that were provided to older adults when they turned 19 or left an institutional setting. Today's young adults have grown up being included in the public school system. They don't want group homes; they want jobs, friends in the community and a place to call their own. For youth transitioning to adulthood who aspire to independent living and employment opportunities, CLBC and government more broadly must be more flexible in responding to the different types of individual needs that present and offer more individualized choices to families to meet these needs.

Youth require supports and services to achieve their goals around work, living arrangements and friendships; these costs are substantially less than the cost of housing an individual in a staffed residential setting.

At the same time, CLBC will also be cognizant of older individuals who prefer to remain with their existing supports and services and will work with the Ministry of Health to assess and model the needs of the older cohort of individuals with developmental disabilities.

As part of its commitment to a Government-wide approach to address the needs of adults with developmental disabilities, CLBC will work collaboratively with the Ministries of Social Development, Children and Family Development, Health, and Education to improve integration and coordination of supports and services. As noted in the Deputy Ministers' Report, implementing a more consistent assessment platform across the Ministries of Children and Family Development, Health, Education, and Social Development, along with CLBC, will achieve greater consistency and clarity of needs assessment and planning for individuals and their families.

CLBC recognizes that cross-Ministry collaboration is the most effective way to respond to the diverse needs of adults served and will be an active participant working together to harmonize the transition from youth to adult services to lessen the impact on individuals and their families. CLBC is committed to changing and improving services to ensure individuals with developmental disabilities have the supports they need to lead full rich lives.

4.4 Personalized Supports Initiative

Adults eligible through this initiative can require various types of service for their lifetime that are based on their disability-related needs. A steady growth in annual expenditures is anticipated as the caseload increases. As this is a new group of individuals, CLBC is monitoring eligibility applications and service responses to inform future caseload forecasting and program planning. Tools used for resource allocation and budget management are similar to those used for adults with a developmental disability.

This initiative provides opportunities for promising practices to shape how adults with developmental disabilities are served. For example, CLBC collaborates with the Provincial Health Services Authority and the Ministries of Social Development, BC Housing, Health, and Public Safety and the Solicitor General to screen inmates for Fetal Alcohol Spectrum Disorder prior to their release from three BC correctional centres. Once they are released, community agencies provide needed support.

4.5 Key Strategic Risks

CLBC employs a formal enterprise risk management approach. This includes:

- Evaluating key risks associated with specific projects
- Monitoring and reporting on agreed action plans for all significant organizational risks
- Updating CLBC's risk register on a regular basis

During 2012/13, CLBC will continue to refine its risk management approach to strengthen business, strategic and planning processes. The table below provides an overview of the significant risks and opportunities CLBC faces in the coming year, and the actions that are planned or underway to address them.

RISKS / OPPORTUNITIES	IMPACTS	ACTIONS
Youth transitioning from MCFD		
Risk - CLBC may not know the complexity of transitioning youth; families and youth may not be aware of available supports and services. Opportunity - A cross Government focus can help to address the needs of transitioning youth in a more streamlined manner. This will maximize the use of resources available and build greater public confidence.	Youth transitioning from MCFD and Education to CLBC received much public attention in 2011. An inability to respond appropriately to youth turning 19 by providing needed supports and services could mean their needs would not be met. This could create stress for youth and families and erode public confidence in Government's ability to address a complex issue that impacts multiple Ministries.	♦ Continue to implement or improve youth transition protocol ♦ Provide information to youth and families about CLBC supports and services and how they are delivered, including benefits of using services most citizens use ♦ Employ budget forecasting and resource allocation to ensure transitioning youth are appropriately funded and supported ♦ Use the *CLBC / MCFD Operating Agreement* up to 18 months in advance to identify youth likely to require CLBC services ♦ Respond to the Deputy Minister Working Group recommendations on transitioning youth
Community living service system sustainability		
Risk – CLBC may find it difficult to address all of the findings and recommendations proposed by the Deputy Ministers' review and Ministry of Finance Internal Audit. Opportunity – By addressing the findings and recommendations proposed, a more person-centred and sustainable service delivery model will be achieved.	Continuing the debate about whether there is sufficient funding at CLBC will mask the real issue of providing a wide range of supports that will meet the specific needs of individuals and families. This has the potential to prevent the change required to move to a system orientated more to individualized funding, and supports for employment, and informal and community systems of care.	♦ Establish a Cross Government Action Team to implement Report recommendations ♦ Use of a One Government policy framework ♦ Establish a consistent assessment platform ♦ Improve ability to track demand and wait times ♦ Improve cross-ministry planning for individuals and their families ♦ Improve transition planning ♦ Increase utilization of Individualized Funding

RISKS / OPPORTUNITIES	IMPACTS	ACTIONS
Community living service system sustainability		
<u>Risk</u> - Service demand is increasing at the same time Government is facing significant fiscal challenges due to a slowdown in the global economy. <u>Opportunity</u> - Community living sector stakeholders have an opportunity to re-think how supports and services are provided. This includes enhancing employment opportunities.	Demand for services continues to challenge Government in all areas. An inability to respond to the requests of youth and younger families in a more person centred way while reassuring older individuals and families that their supports and service will remain in place could continue to challenge the sector and Government's ability to address the needs of adults within available resources. Public confidence could be reduced.	♦ Review contracts to ensure services respond appropriately to individuals' changing disability-related needs ♦ Work with individuals who would like to find employment ♦ Better integrate Government programs with community, and philanthropic and business sector initiatives and programs ♦ Service Plan targets promoting the use of individualized funding and direct payments can support the creation of more personalized, cost effective supports and services, particularly for younger families seeking this type of support ♦ Additional funding of $40M announced by Government
Stakeholder support		
<u>Risk</u> - Sustaining support while exploring new service delivery models challenges conventional thinking and increases the likelihood some stakeholders will resist change. <u>Opportunity</u> - CLBC's new Strategic Plan articulates a renewed commitment to address the community participation, employment and citizenship aspirations of adults. The plan presents an opportunity for CLBC and its partners to work more collaboratively through consultation and dialogue.	An inability to find effective ways to engage with stakeholders about changes that are occurring, and will continue to occur in the community living sector, could increase existing sector tensions. Lack of resources to achieve objectives that flow from CLBC's new Strategic Plan could undermine confidence in CLBC's ability to achieve its mission and vision.	♦ Continue dialogue with all stakeholders on CLBC's policy direction ♦ Address questions and concerns about service delivery issues in a timely manner ♦ Involve stakeholders in significant Strategic Plan objectives (e.g., prioritize employment as a focus for transitioning youth) ♦ Obtain input before making operational changes ♦ Service plan targets to enhance organizational responsiveness can help to develop sector relationships and build support for CLBC initiatives

4.6 Operational Capacity

Central to CLBC's operational capacity to address the risks and take advantage of the opportunities noted above is the skill and commitment of its workforce. CLBC's ongoing goal is a workplace that empowers staff, supports teamwork, encourages innovation, emphasizes open communication, promotes stakeholder involvement, removes barriers to inclusion, and ensures continuous quality improvement. Staff is encouraged to provide input into policy and share their knowledge and experience to help CLBC achieve its mandate and the highest standard of performance. The organizational strengths and processes listed below will help CLBC to achieve its goals and objectives.

- CLBC has built a solid foundation upon which to make needed operational improvements
- CLBC encourages stakeholder engagement in its initiatives

- CLBC's focus on aligning disability-related needs to services provided helps develop person-centred, innovative responses
- CLBC collaborates with the Ministries of Social Development, Children and Family Development, Education, Health, and Advanced Education to address the needs of adults in more comprehensive and integrated ways
- The Personalized Supports Initiative provides opportunities for promising service innovations to shape how adults with developmental disabilities are served
- Dialogue about new service possibilities and funding potentially innovative services is resulting in more cost-effective approaches

Carrie (right) enjoys her job at Westbank Animal Care Hospital

- Progress is being made in resource allocation, improving equity and access, and data collection and analysis continues to be improved to better inform decision-making and future planning

5. Goals, Strategies, Performance Measures, and Targets

Goals and performance measures for the 2012/13 – 2014/15 CLBC Service Plan are set out in the table below.

Goal 1 **SERVICE EXCELLENCE**	Goal 2 **ORGANIZATIONAL RESPONSIVENESS**	Goal 3 **OPERATIONAL EFFICIENCY**
Adults with developmental disabilities access high quality, responsive supports and services to help them meet their needs and participate as full citizens.	**CLBC is a best practice employer whose staff work effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.**	**Supports and services needed by adults with developmental disabilities and their families are provided in a cost-effective and equitable manner.**
Performance Measures		
♦ Percentage of individuals and families who feel well supported by their service providers ♦ Number of individuals and families who purchase supports and services using individualized funding ♦ Number of families who receive direct payments for adult respite	♦ Percentage of individuals and families who feel their concerns were listened to ♦ Percentage of individuals and families who feel their concerns were addressed in a timely manner ♦ Percentage of individuals and families who feel they were provided with useful referrals and resources	♦ Percentage of annual funding used for direct services ♦ Percentage of individuals receiving residential services that live in smaller, individualized arrangements

The goals, strategies, performance measures and targets discussed below represent critical aspects of CLBC's overall performance and will help it to achieve its mandate and the direction set by Government. They provide a balance between significant financial and non-financial activities. CLBC will report results in its April 1, 2012/2013 Annual Report.

5.1 Goal 1 – Service Excellence

CLBC's mandate includes promoting choice and innovation in how needed supports and services are delivered and assisting adults to achieve maximum independence and live full lives in their communities. Supports and services that are individualized and responsive are critical. Service excellence speaks to the capacity and effectiveness of the service delivery system to respond to the disability-related needs and citizenship goals of adults with developmental disabilities.

Performance Measures

CLBC has three performance measures that reflect its ability to provide high quality supports and services at a sustainable cost. The first measure is the percentage of adults and their families who feel well supported by their service providers.

A satisfaction survey with a randomly selected sample of individuals and families is conducted each year with people receiving CLBC funded supports and services. Increased satisfaction levels are a measure of service quality (as perceived by individuals and families) and of the service delivery system's capacity to enable people to achieve their personal goals and live as full citizens in their communities.

Supporting individuals and their families to make choices that help them meet their disability-related needs is a foundational piece of CLBC's approach. Research indicates individualized funding and direct payments can help move towards a system in which self-determination is a major driver of what people create or access to meet their needs.

Increasing personal choice can result in more person-centred, responsive options because the individual plays a much greater role in determining how his or her needs are best met when compared to traditional approaches. These payment mechanisms can also reduce administrative costs. The net effect is that the same, or similar supports and services, can be delivered more cost-effectively with better results.

Two performance measures that reflect these outcomes are the number of individuals and families who use individualized funding, and the number of families who use direct payments, to purchase needed supports and services.

Strategies to achieve service excellence

- Provide information and training to stakeholders to help them better understand person-centred thinking and services
- Maintain contact with vulnerable adults unlikely, or unable, to maintain contact with CLBC
- Partner with MSD and other Government bodies to help adults gain streamlined access to provincial supports and programs
- Continue to implement the Quality of Life initiative and support service providers to align their planning processes and service delivery approaches to help achieve better outcomes for those they serve
- Partner with community living stakeholders to increase the employment rate of adults

PERFORMANCE MEASURES	2010/11 Actual	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
1. Percentage of individuals and families who feel well supported by their service providers	78%	75%	85%	85%	85%
2. Number of individuals and families who purchase supports and services using individualized funding	257	288	475	575	650
3. Number of families who receive direct payments for adult respite	894	939	1200	1400	1600

Targets

A baseline of 82% was established in 2009/10 for the measure - ***Percentage of people and families who feel well supported by their service providers***. Although service quality is the primary responsibility of service providers, CLBC's goal is to work with service providers to achieve and maintain a target of 85% for this measure.

The 2011/12 forecast of 75% was less than the expected 85% target. This is a result of a combination of factors. CLBC has struggled to meet growing demand, creating sector-wide anxiety for individuals and family members who are concerned about retaining or putting in place needed support. In addressing these challenges, some practices pursued by CLBC created additional anxiety. CLBC has refocused its practice and will work with service providers to identify strategies to achieve the targets that have been set for this measure. Currently, accreditation, clear contractual expectations with service providers and a monitoring framework support efforts to provide high quality services. CLBC will also work more closely, and communicate with, individuals, families and service providers to understand service delivery issues. The data source for this measure is the annual satisfaction survey. Management consults external experts to ensure the survey design is appropriate and results are accurate.

Individualized funding and direct payments are important to CLBC's management of the service delivery system; however, forecasts for both individualized funding and direct payments (288 and 939, respectively) are lower than expected. This is due to a number of factors including funding availability, awareness of the advantages that these payment options provide to users, and challenges associated with converting existing services to individualized funding. As well, in some cases families choose to use person-centred service delivery models such as Microboards rather than manage the funding themselves.

CLBC will continue to promote the use of these payment mechanisms in view of the benefits they bring. The targets for these two performance measures will remain at conservative levels for the next three years.

Data sources for individualized funding and direct payment are the PARIS service delivery management system and CLBC's accounting systems. Regular data quality audits are conducted on key components of the PARIS service delivery management system and the accounting systems are subject to internal and external audit processes.

5.2 Goal 2 – Organizational Responsiveness

CLBC develops and funds individual support plans to address disability-related needs that balance use of both funded and unfunded supports and services. CLBC also monitors contracted services to ensure that they are delivered in an appropriate, cost effective manner.

This requires CLBC to be an employer with a knowledgeable and accountable staff who is able to work effectively with local, regional and provincial partners to put in place innovative services that promote community inclusion and employment opportunities. Flexibility in the face of individuals' and families' changing needs and circumstances is critical and requires CLBC staff to be responsive. Organizational responsiveness speaks to how effectively CLBC supports community living programs and objectives.

Performance Measures

As well as funding disability-related supports and services, CLBC staff help individuals and families think about how their needs can be met in other ways; for example, by using services that other community members do, such as public transportation or recreation centres. Regardless of the outcome for individuals or families, all staff, particularly facilitators and analysts, must be able to respond to those served in timely and helpful ways.

Three performance measures that reflect CLBC's organizational responsiveness are:

- Percentage of individuals and families who feel their concerns were listened to
- Percentage of individuals and families who feel their concerns were addressed in a timely manner
- Percentage of individuals and families who feel they were provided with useful referrals and resources

Heather and Lori enjoy a break at the Self-Advocate Leadership Summit

Strategies to achieve organizational responsiveness

- Make refinements to CLBC's delivery approach, supported by training for staff that supports effective facilitator / analyst collaboration
- Revise policies and practice guidelines as needed and make them widely available, supported by organization-wide communication strategies
- Build community capacity by investing in community engagement initiatives and partnering with stakeholders where appropriate
- Make ongoing technology enhancements and upgrades to meet operational requirements

PERFORMANCE MEASURES	2010/11 Actual	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
1. Percentage of individuals and families who feel their concerns were listened to	76%	70%	83%	85%	85%
2. Percentage of individuals and families who feel their concerns were addressed in a timely manner	67%	63%	76%	78%	80%
3. Percentage of individuals and families who feel they were provided with useful referrals and resources	64%	63%	74%	76%	78%

Targets

Baselines were established in 2009/10 for the three measures chosen for this goal. CLBC is committed to eventually achieving a target of 90% for the first performance measure (***Percentage of individuals and families who feel their concerns were listened to***). As the second and third measures can be influenced more so by external factors such as budget availability, CLBC's longer-term target is 85% for both measures.

The 2011/12 forecasts for all three performance measures were less than expected (70%; 63%; 63% respectively). As was the case with the performance measure, ***Percentage of individuals and families who feel well supported by their service providers***, this is a result of a combination of factors related to CLBC's current operating environment.

Individuals with developmental disabilities and family members are anxious about obtaining needed supports and services at a time when CLBC is struggling to meet growing demand. In CLBC's efforts to address these challenges, some practices created additional anxiety for individuals and families, and service providers, resulting in an adverse impact on how CLBC staff is viewed. To regain trust, CLBC will work more closely, and communicate with, individuals and families to help establish greater clarity and transparency about service delivery issues. The data source for these measures is the annual satisfaction survey.

5.3 Goal 3 – Operational Efficiency

CLBC is committed to delivering high quality, sustainable supports and services by ensuring as much funding as possible goes to needed supports and services. Operational efficiency speaks to CLBC's overall effectiveness in allocating and managing its financial resources.

Performance Measures

CLBC has allocated 93% of its 2011/12 budget for direct services for individuals with developmental disabilities and their families. The remaining budget funds CLBC headquarters and field operations to deliver those services throughout B.C. Ensuring the percentage of annual funding allocated to CLBC that is spent for direct service delivery is maintained at this, or a higher level, reflects the overall efficiency of CLBC in managing the service delivery system.

Residential services represent approximately 65% of CLBC's adult contracted service expenditures. Historically, funding has focused on 24-hour staffed group homes with four to five residents. In the last few years, people have increasingly chosen more person-centred options such as home sharing or semi-independent living. As of December 31, 2011, a total of 5,354 adults were served residentially; 45% in staffed residential settings and 55% in shared living settings.

These more person-centred, individualized models provide a paid caregiver who engages other citizens to be involved informally in the individual's life. Often, family members, friends and neighbours play important natural support roles which enhance quality of life. Choice of these residential options is based on meeting adults' disability-related needs.

Therefore, a key indicator of cost effectiveness is the percentage of individuals receiving residential services that live in smaller, less costly individualized arrangements where no more than two people live together.

Strategies to achieve operational efficiency

- Allocate funding to the 11 Quality Service Areas based on demographic and regional factors
- Use the Guide to Support Allocation to consistently measure an individual's level of disability-related need and apply the Catalogue of Services to ensure an appropriate funded response

- Link implementation of the contract management system to the PARIS service delivery management system to inform budget priority setting and support organizational planning and decision making to ensure cost-efficient and appropriate services at the highest standard
- Share information with individuals and families about the range of available support and service options
- Replace or refine the Guide to Support Allocation in response to Government direction
- Continue to explore ways to involve new partners to leverage financial resources to create new approaches to innovative and sustainable service delivery

PERFORMANCE MEASURES	2010/11 Actual	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
1. Percentage of annual funding used for direct service delivery	93%	93%	93%	93%	93%
2. Percentage of individuals receiving residential services that live in smaller, individualized arrangements*	58%	60%	61%	62%	63%

*** Some staffed residential locations serve two or less individuals and some home sharing locations serve more than two people.**

Targets

CLBC achieved a 93% expenditure rate on direct services in 2011/12 and is committed to doing so during this three-year Service Plan. The data source for the **Percentage of annual budget used for direct service delivery** is CLBC's corporate accounting system, which is subject to internal and external audit processes.

A baseline of 58% for the performance measure, **Percentage of individuals receiving residential services that live in smaller, individualized arrangements** (no more than two people) was established in 2009/10. In 2011/12, CLBC achieved the target of 60% for this performance measure.

Lucy at work at the Super 8 Motel

The targets chosen reflect conservative estimates (1% increases each year). This will enable CLBC to develop and refine as necessary the additional capacity necessary to focus on more cost-effective, individualized residential services while ensuring stability for individuals with more complex needs who are already being served. The data source for this measure is the PARIS service delivery management system. Data is validated through a semi-annual confirmation with service providers of all residential services.

5.4 Benchmarking

Benchmarks help evaluate and improve performance, allowing for an objective comparison of performance to other organizations. CLBC has continued to partner in annual discussions with Directors of provincial and territorial community living service systems to explore potential mechanisms for cross-jurisdictional comparisons. However, efforts in this area have been hampered by a lack of available comparative data. This is due to such factors as:

- Jurisdictions often define services and outcomes differently

- Populations served can differ somewhat
- Funding mechanisms vary
- Differences exist between institutional and community services
- Staff roles and organizational mandates are not always directly comparable

Introduction of the Quality of Life outcome measurement framework provides an opportunity to measure personal outcomes and to possibly develop national benchmarks. In 2012/13, CLBC will begin using a survey tool known as the *My Life: Personal Outcomes Index* ™ as part of a multi-year implementation plan to measure quality of life outcomes for adults who access CLBC-funded supports and services.

6. Summary Financial Outlook

The table below provides the actual revenue and expenditure for 2010/11, the current forecast for 2011/12, and the budget and plans for the years 2012/13 to 2014/15 based on the budget assumptions noted on page 30.

Statement of Operations

$ millions	2010/11 Actual	2011/12 Budget	2011/12 Forecast	2012/13 Budget	2013/14 Plan	2014/15 Plan
Revenue (Note 1)						
Operating Contributions from the Province	681.0	686.4	690.8	730.1	736.8	747.6
Other Contributions & Recoveries	11.2	11.0	12.5	13.1	13.1	13.1
Interest & Other Income	1.0	0.7	1.1	1.1	1.1	1.1
Amortization of Capital Grants	2.4	2.9	2.7	3.8	4.2	4.0
Total Revenue	695.6	701.0	707.1	748.1	755.2	765.8
Expenditures						
Contracted Services						
Services to Adults with Developmental Disabilities	639.7	639.2	645.5	678.5	684.2	694.3
Personalized Supports Initiative	1.8	5.8	6.8	10.0	10.0	10.0
Provincial Services	4.6	4.7	4.7	4.7	4.7	4.7
Regional Operations & Administration	46.0	48.0	46.9	50.8	51.9	52.7
Capital Asset Amortization	3.2	3.3	3.1	4.1	4.4	4.1
Total Expenditures	695.3	701.0	707.0	748.1	755.2	765.8
Annual Surplus	0.3	-	0.1	-	-	-
Accumulated Surplus	3.7	3.6	3.8	3.8	3.8	3.8
Capital Expenditures	3.4	4.8	4.3	3.5	4.0	3.2

Note 1 Contributions from the Province exclude contributions for capital purposes

Note 2 The above financial information, including forecast information, was prepared based on current Canadian Public Sector Accounting Standards

6.1 Contributions from the Province

The Province provides contributions to CLBC through transfers under Voted Appropriation 40 within MSD. Contributions received from the Province are made up of amounts to support operating expenditures and amounts restricted to fund capital expenditures. The operating contributions received from the Province for the Personalized Supports Initiative (PSI) are restricted for that purpose and are deferred on receipt and brought into income as the related expenditures are incurred.

The table on the following page presents the contributions from the Province and the related restrictions, to arrive at the Operating Contributions reported on the Statement of Operations.

Contributions from the Province

$ millions	2010/11 Actual	2011/12 Budget	2011/12 Forecast	2012/13 Budget	2013/14 Plan	2014/15 Plan
Voted Appropriation						
Base Funding[1]	675.0	681.0	681.0	708.8	708.8	708.8
Youth Transition & Employment[2]				10.0	20.0	30.0
	675.0	681.0	681.0	718.8	728.8	738.8
Notional Access to Contingencies						
MPP Funding	9.1	13.1	7.6	-	-	-
Caseload Growth	-	-	6.0	12.0	12.0	12.0
Total Contributions	684.1	694.1	694.6	730.8	740.8	750.8
Restricted Contributions - Operating	2.4	(2.9)	1.0	1.3	-	-
Restricted Contributions - Capital	(5.5)	(4.8)	(4.8)	(2.0)	(4.0)	(3.2)
Operating Contributions	681.0	686.4	690.8	730.1	736.8	747.6

Note 1 Beginning in 2012/13, base funding includes $17.8 million to address the annualized cost of services implemented in 2011/12, and $1.0 million for ongoing Municipal Pension Plan costs

Note 2 Government will provide this funding to the Ministry of Social Development who will work with CLBC and other Ministries to develop youth transition, employment and other services

The 2011/12 Forecast Operating Contributions includes $6M in new funding from Government contingencies and $2.9M in funding previously restricted for PSI expenditures, both made available subsequent to the completion of the 2011/12 Service Plan and directed to the provision of services to individuals with developmental disabilities.

The 2012/13 Budgeted Operating Contributions includes new ongoing funding of $17.8M to fully implement new services initiated in 2011/12. MPP funding is now included in the voted appropriation in the amount of $10M, so the access to contingency funds for that purpose is no longer required. The government will provide $10M to the Ministry of Social Development in 2012/13 and CLBC will work with the Ministry to support development of new approaches to day and employment programs, improve transitioning planning for youth with developmental disabilities, facilitate transition to individualized funding, and support innovations in the sector. The Ministry of Social Development will work with CLBC and other ministries in pursuing these initiatives. The $10M funding for 2012/13 will increase to $20M in 2013/14 and $30M in 2014/15.

A provision for notional access to contingencies for additional funding for caseload growth pressures of up to $12M for 2012/13 through 2014/15 has also been made.

6.2 Other Contributions and Recoveries

Other contributions and recoveries arise mainly from cost sharing agreements with BC Health Authorities.

6.3 Contracted Services

Supports provided to individuals and their families represent ongoing commitments of financial resources. When supports are introduced part way through a fiscal year the annualized cost is higher. In fully applying contingency funding to address service needs in 2012/13, ongoing annualized costs for those services will exceed the contingency allocation in 2013/14. Through the development of a more robust mechanism to track service demand, CLBC will be better equipped to demonstrate service needs in future years. It is recognized that the implementation of the recommendations of the Deputy Ministers' Working Group Report will lead to service and system changes.

Regional management monitors services on a constant basis, and works with service providers to ensure that supports provided are appropriate to each person's disability-related needs and are delivered in the most cost-effective manner. Any savings realized from these processes, or through discharges, are re-invested to provide required support increases to the existing population served and provide new services to eligible individuals registering for service within the year.

6.4 Provincial Services

In addition to contracted services, CLBC also operates the **Provincial Assessment Centre** and oversees other small centralized programs.

6.5 Budget Assumptions

The number of individuals who are eligible and who register with CLBC for services will increase by 5.1% in 2012/13, 4.7% in 2013/14 and 4.5% in 2014/15. No provision has been made for any commitments arising from new collective agreements. No provision has been made for other inflationary impacts on either income or expenditures.

7. Capital Plan and Major Capital Projects

Capital expenditures are funded by contributions from the Ministry of Social Development. Such contributions are deferred capital contributions and are amortized to income over the life of the related asset. Expenditures include information system investments, furniture, leasehold improvements and vehicles.

In addition, Government will fund CLBC's building and property requirements for projects which are approved by the Province.

CLBC will apply for such approvals when necessary in accordance with the process as determined by the Provincial Government.

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